



2024 Mission-Based Compact Between the Commonwealth of Australia and GRIFFITH UNIVERSITY

Purpose

This compact is an agreement between the Commonwealth and the University. Entering into a Compact is one of the quality and accountability requirements that a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires that Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a Mission -Based Compact with the Commonwealth for a period that includes that year.

All strategies should provide qualitative and/or quantitative measures of assessment.

Mission and Strategic Planning

The Griffith University mission is: *To transform lives and add to human knowledge and understanding in a way that creates a future that benefits all. We pursue our vision through our core principles of excellence, ethics, and engagement.*

A strategic planning process is underway with the intention of launching a new plan in early 2025. In 2024, we will continue to work on the key pillars of the [Creating a Future for All: Strategic Plan 2020-2025](#). Areas of particular relevance and focus include:

Outcome 1: Creating Graduates confident to face the future

- Through the [Academic Plan, 2021-2025](#), build on a program to support student success in learning and in transitioning to employment.
- Develop a new data informed employability strategy that enables students of all backgrounds to access work integrated learning (WIL).
- Undergo a digital transformation that improves the learning experience for all; provide our faculty with advanced digital teaching skills.
- Create, often in partnership with industry, degree programs and stackable [micro-credentials](#).

Outcome 2: A values led university - access, success and employability of all students, regardless of background

- Be a genuine leader in the access, success and employability of all students, particularly those from low SES backgrounds, students with a disability, Indigenous and first in family students.
- Launch a [new scholarship suite](#) which recognises student achievement relative to opportunity.
- Implement advanced data analytics to identify students at risk and provide proactive, holistic support.
- Increase access to WIL for all students.

Outcome 3: Addressing societal needs through high quality, impactful [research](#)

Through the [Research and Innovation Plan 2021-2025](#), we are committed to delivering [impactful outcomes](#)—socially, economically, and culturally—for the people of Queensland, Australia, and globally. We will:

- Grow research income – including an increase in industry income and major national [competitive grant successes](#).
- Launch a new Biomedical Research Institute, bringing together Griffith’s significant expertise to conduct transformative medical research.
- Support the establishment of the \$140M Solving Plastic Waste Co-operative Research Centre (CRC) in Queensland, following a successful bid led by Griffith.

Outcome 4: Undergo a digital and physical transformation

- Design and implement a digital masterplan, infrastructure and services including a new virtual learning environment to transform the student experience.
- Start construction on a flagship building at Nathan for social sciences as an interactive centre for researchers, students and partners.
- Continue to explore a new Brisbane CBD campus as our front door for engaging government and industry, and for delivering our professional learning offers.

Griffith also has clear strategies to ensure the security and safety of our research, cyber environment, and staff and students. We will:

- Maintain the trust of stakeholders by protecting [academic freedom and freedom of speech](#).
- Protect our Intellectual Property and critical and sensitive technologies
- Maintain a strong cybersecurity posture, assuring our [secure global engagement](#), sanctions compliance, strengthened export controls with well-embedded compliance processes and an ongoing emphasis on awareness, education and training.
- Ensure that our campuses are [safe environments](#) for all staff and students where discrimination, harassment and bullying (including sexual harassment and assault) are not tolerated.

Strategies for Improving Equality of Opportunity in Higher Education

Griffith delivers an array of student equity, diversity and outreach activities. Success measures are described in our [Strategic Plan 2020-2025](#) and [Academic Plan, 2021-2025](#). Griffith’s Equity Plan will align with these goals and measures, and will provide further detail on some of the initiatives below.

Increase the retention and success of students with a disability

Griffith continues to surpass national benchmarks for participation of students with a disability. Griffith will:

- Focus on best practice transition and support.
- Implement a tailored Learning and Teaching Plan for students with a disability.
- Invest in our digital and physical infrastructure to ensure accessibility for all students.

To achieve this, bolstered support for students with a disability will be a particular focus of Griffith’s Equity Plan.

Increase Low SES student engagement, retention and success

Griffith has always taken pride in our high numbers of low SES students. However, these students face cost of living challenges that impact their ability to complete their studies. Griffith will:

- Deliver high school student engagement programs which raise aspiration and provide clear pathways to University (such as the new [Head Start Program](#) and [Student Academy of Excellence](#)).
- Continue outreach to low SES communities focused on mature student pathways.
- Develop a new enabling program which builds students' preparedness to be successful at University.
- Through our Equity Plan, offer expanded and increased [financial support](#) for students facing cost of living issues through increased needs-based scholarships, bursaries and other support.

Increase employability of underrepresented cohorts

Griffith continues to prioritise the employment outcomes for underrepresented cohorts. Griffith will:

- Develop a new targeted career achiever program for equity students.
- Provide expanded support to students facing placement poverty.
- Improve access for students to paid employment opportunities related to their studies which build their employability.

Improve Indigenous student retention and success

Nationally, Griffith ranks second on Indigenous student participation and third on Indigenous student completions. [We are committed to building on this success](#). Griffith will:

- Continue our Indigenous outreach.
- Increase students participating in the [Tutoring for Success Program](#), which has been demonstrated to significantly improve success of Indigenous students.
- Create a safe and supportive environment for all students, by delivering [cultural competency](#) training and improving our approach to teaching First Peoples content.

Increase participation and retention of Māori and Pasifika students

Māori and Pasifika participation in higher education is low. Griffith will expand our outreach activities within and beyond schools, including continuing our formal partnerships with Indigenous, Māori and Pasifika-led community organisations to build access to tertiary education.

Build the connectedness of our Logan campus

The Logan region has lower educational attainment than the rest of South-East Queensland. We are committed to working with the local community to change this. Griffith will:

- Work with local schools to build the academic preparedness of students for University.
- Provide new alternative and academic enabling pathways to study at our Logan campus.

This will be a particular focus in Griffith's Equity Plan, including significant community outreach, working in deep partnership with schools and providing academic pathways.

Strategies for Improving Teaching and Learning

Griffith is focused on ensuring the retention, success and employability of our students, uplifting the quality of the teaching and learning, and improving student experience. Success measures are described in our [Strategic Plan 2020-2025](#) and [Academic Plan, 2021-2025](#).

Increase student retention and success

Griffith's retention goal is to exceed the national average for student retention and completion by 2025. Griffith will:

- Use sophisticated data analytics to identify students at risk.
- Proactively offer at risk students holistic advice and support, including a new Learning and Study Hub and Student Success Plans.
- Redesign first year courses that are critical to progression and retention.
- Improve the student experience of accessing our support services, including by investing in new technologies.
- Prioritise and promote student voice, mental health, wellbeing and belonging.
- Enable students to take an active role in shaping their Griffith experience.

Increase student employability

Griffith's employability goal is to increase overall student employability above 84% by 2025, as measured by Quality Indicators for Learning and Teaching (QILT) through the Graduate Outcomes Survey. Griffith will:

- Implement our new university-wide career readiness strategy to ensure employability becomes a central component of a distinctively Griffith student experience.
- Implement the [Career Readiness Questionnaire](#) to ensure students receive the career readiness support relevant to where they are at.
- Embed a minimum of 10 credit points of work integrated learning (WIL) into the core components of all undergraduate programs.
- Have a WIL option available in all postgraduate programs by 2025.
- Through the [Career Hub](#), support students to find work relevant to their career goals, both during their studies and at graduation.
- Continue to grow student access to industry mentors through the [Griffith Industry Mentoring Program](#).

Enhance teaching excellence

Griffith aims to continue to rank in the top quartile of universities for Teaching Quality as measured by QILT through the Student Experience Survey. Griffith will:

- Refresh our teaching and learning framework to ensure quality curriculum and teaching skills development for our teaching staff.
- Provide opportunities for innovative curriculum design and teaching practices (e.g. hybrid teaching, flexible online course delivery).
- Design authentic and robust assessment in the context of emerging artificial intelligence.
- Enhance the digital capabilities of our teaching staff.
- Continue to implement our new Learning Management System.

Strategies for Improving Research, Research Training, and Innovation

Renewal of Griffith University's [Research and Innovation Plan 2021-2025](#) will commence during 2024 to further our direction and reflect global and national changes to the sector. There will be a focus on the National Science and Research Priorities, which align strongly with Griffith's strengths and values, as well as pathways to impactful research translation including through commercialisation.

Research Excellence and Impact

As a reflection of our focus on high quality research and reputation, Griffith aims to:

- Achieve a ranking in the top 200 universities in the world as a reflection of a focus on high quality research and reputation.
- Achieve a ranking of top 100 for 10 disciplines by 2026 as a reflection of exceptional quality in areas of distinctiveness for Griffith.

To do this, Griffith will:

- Establish a small number of high performing research centres and institutes which: support strategic partnerships and global networks in priority areas; are reflective of Griffith's distinctiveness as an institution; and are aligned to research domains in the national interest.
- Launch a new Biomedical Research Institute which brings together Griffith's significant expertise to conduct transformative medical research.

Major Partnerships and Alliances

Griffith aims to achieve 10% growth in Category 3 & 4 HERDC income by 2026 as a reflection of industry-focussed co-investment. To achieve this, Griffith will:

- Increase partnerships with industry particularly with a view to accelerating commercialisation of innovations, and particularly in areas such as environmental water management, plastic and waste management, drug and vaccine development, and engineering technologies.
- Support the establishment of the \$140M Solving Plastic Waste Co-operative Research Centre (CRC) in Queensland, following a successful bid led by Griffith.

Future Research Qualified Workforce

Griffith will support successful post-PhD careers within or beyond the academy. Griffith will:

- Assure access to industry experience and mobility opportunities for our research higher degree candidates including through [Industry PhD scholarships](#), [industry mentoring program](#) and [HDR Career Resources](#).
- Double the number of PhD students engaged in industry projects by 2026.

Research Internationalisation

Griffith will promote [secure global engagement](#) to expand capacity and collaborative opportunities, with a particular focus on allies and the Asia-Pacific. As a reflection of this, we will increase and diversify international research income to 12% of HERDC by 2026.

Innovation Platform Developments

Griffith will continue to play a leadership role in the development of the [Gold Coast Health and Knowledge Precinct](#) through development of its [Advanced Design and Prototyping Technologies Institute](#) and The Griffith University Innovation Centre.

Strategies for Engaging with Industry

Griffith University is dedicated to cultivating robust and dynamic partnerships with industry stakeholders. We developed an Engagement Strategy which provides refreshed strategic imperatives and actions that emphasise tailored partnership development and integrates research, innovation, and education outcomes. The priorities of our Engagement Strategy are detailed below.

Student experiences with industry

Griffith recognises the importance of producing graduates who are well-prepared for the demands of the workforce. Industry Advisory Boards for degree programs actively participate in

curriculum development, ensuring students acquire practical skills through internships, projects, and WIL experiences. Griffith will:

- Ensure every student has access to a WIL experience as part of their degree program.
- Develop a new career readiness data analytics strategy to provide industry with just-in-time insights about Griffith graduates.
- Expanded WIL activities and Griffith's WIL legal infrastructure to provide industry partners with more engagement options.

Continuous skill development for industry

Acknowledging the evolving nature of industries, Griffith offers ongoing professional development opportunities. Griffith will offer targeted, tailored short courses, workshops, and executive education programs that are designed to address emerging industry trends and provide opportunities for upskilling and reskilling the workforce.

Increasing research co-investment with industry

Leveraging its research strengths, Griffith places a significant emphasis on collaborative projects with industry partners and alliances with multiple organisations. As already detailed, Griffith aims for 20% growth in category 2, 3 and 4 HERDC funding by 2026 and 100% growth in externally funded PhD scholarships by 2026.

Placed-based collaboration with communities in which our campuses are based.

By providing physical spaces, co-investment, participatory programs, trusted advice and thought leadership the University creates an ecosystem conducive to entrepreneurial activities. Griffith will:

- Expand learning and/or research partnerships in collaboration with the Gold Coast Health and Knowledge Precinct.
- Build an alliance with external stakeholders for student attraction into the STEM disciplines at our Logan Campus.
- Establish a coordinated program of non-curriculum focused entrepreneurship initiatives for student, alumni, and staff engagement.

Capability development enhancing industry engagement skills of staff and students

Griffith actively positions itself as a thought leader in key sectors and industries, and seeks to have a real world impact on these sectors by sharing its expertise. Griffith will:

- Provide training for academic and professional staff to more effectively engage with industry.
- Expand mentoring program through purposeful connections with industry, student and alumni.

Tailored partnership development

Specialised teams for student placements, research, commercialisation, and university-wide partnerships have been established. This tailored approach enables the University to forge meaningful and enduring partnerships with a diversity of industry partners. Griffith will:

- Develop a strategic framework for managing priority partnerships and measuring their impact.
- Grow strategic university-wide partnerships/alliances.
- Develop corporate partnerships with a cumulative life value at least \$5m over 5 years.

SIGNED for and on behalf of

THE COMMONWEALTH OF AUSTRALIA

by

Madonna Morton

Full name (please print)

First Assistant Secretary

Position

of the Department of Education



Signature

29/05/2024

Date

SIGNED for and on behalf of Griffith University

By Professor Carolyn Maree Evans

Full name (please print)

Vice Chancellor and President

Position



Signature

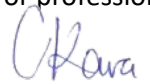
In the presence of:

Christine Kara

Witness (please print)

Senior Executive Assistant

Position or profession of witness (please print)



Signature